EMERGENCY SERVICES HAWK

To Be Ready, Responsive, and Relevant

ALCYONEUS NOW

Characteristics of Terrorist Groups

Most terrorist groups share common characteristics:

- They seek to intimidate through promoting fear by injuring en masse rather than individually.

- Generally, they are militarily weaker than the governments they fight.

- Terrorists specialize in asymmetric, unconventional warfare tactics, with no desire to attack the strengths of the enemy.

- Terrorists will likely be highly trained, motivated and indoctrinated.

- Terrorists will be well trained physically and mentally.

- Terrorists do not equate tactical success with mission success. Mission success is related more to the amount of publicity.

- Terrorists are usually urban-based and highly mobile, having relatively easy access to forged passports and safe havens in various countries.

- Terrorists are generally organized and operate clandestinely in cells of three to five members.

(Taken from the U.S. Government Guide to Surviving Terrorism, ISBN 0-7607-4891-8, 2003)

SEMPER VI

Building an Effective Team in Emergency Services

An effective team:

- Shares information and has a clear understanding of the team goals
- Has an ability to adapt to a changing situation
- Secures a commitment from all members in all important decisions
- Has an enthusiastic manner that attracts new members
- Makes use of differing abilities from the team members
- Balances team actions with individual needs
- Provides opportunities for members to perform and share in leadership
- Recognizes team performance over individual performance

There are stages a team must go through to become effective. Each stage will require unique leadership styles to reach the next level of development.

Forming-

This is where the team is getting acquainted. It is characterized by uncertainty with members not sure what to do or not to do. Team rules and standards of performance have not yet been established. The team leaders must set the tune for group interaction. This leadership must take

the new team beyond the superficial harmony into commitment and motivation. The situational leadership at this stage is Low Competence/High Commitment (Directing) to get everyone interactive and involved.

Storming-

At this stage the group is showing signs of struggle. With the newness wearing off, there will be individual assertive behavior that may cause some group instability. Personalities of the members start showing through, as each wants a sense of influence on the team. Team leaders can expect conflicts to develop, but realize it is part of the team evolution. The team leaders must increase team responsibilities. The situational leadership is still low in tasking for competence, but as the team demonstrates maturity it should lean towards lowering leader involvement- Low Competence/Low Commitment (*Coaching*).

Norming-

This is the stage where the team experiences growth in team spirit and personal relationships. The team members begin resolving internal conflict themselves. In the terms of leadership, the team becomes competent in the assigned skills, but still require a supportive relationship with the leaders. The situational leadership style to use is High Competence/Low Commitment (*Supporting*).

Performing-

At this point in development, the team is developing strong interpersonal relationships and team unity. The team develops decision-making and problem-solving capabilities. The team begins to look for outside support and a mission they can be a part of. In terms of leadership, the relationships are strong and they only need a solid training program to further develop their skills. The situational leadership style is High Competence/High Commitment (*Delegating*). The team and leaders are ready to effectively perform the mission.

Transforming-

This team development is the transformation of a team into an effective work force. In terms of leadership the team needs opportunity to demonstrate all they have learned about themselves. The leader they require must be able to adjust to the situation, maintain good crew resource management, delegate the responsibilities and get out of their way when they perform (*Leading*).

CARRYING THE FIRE

Making Presentations like a Pro

In order to meet the expanded CAP Missions of Disaster Response in support of Homeland Security, we as emergency services directors must be prepared to make presentations to groups and officials. When we do, it is important that our information vital to the audience not get lost in the presentation. One third of any presentation is the information, the second third the presentation style or format, and the remaining third is the perception of believability of the presenter. Every presentation before an audience has many potential traps. The next time you present a topic before an audience, try to identify and eliminate these avenues of failure:

- Failure to dress properly for the audience, if your audience is dressed formally, so should you. To dress more casually than the audience is a sign of disrespect.

- A disorganized presentation reflects directly on you and the organization. The perception will be that the organization is equally disorganized.

- Failure to present the information in a clear, concise and tactful manner tends to bring about confusion. Confusion can lead an audience to ignore that which it does not understand.

- In a presentation, limit the humor as it may alienate a portion of the audience and can make you appear the clown, rather than a person of authority and reliability.

- Failure to sound professional, and be perceived as knowledgeable and experienced. The more "ummms" and "uhhhhs", the less the audience will take the information to heart.

- The more you face and maintain eye contact with your audience, the more they will listen to what you say. Speak to the audience, not the slides. They can read just as well as you can. Do not turn your back on the highest authorities or key members in the audience.

- Failure to ensure that a slide presentation agrees with oral discussion and/or written documents. Information that is not consistent, is not that important to an audience,

- One of the biggest distractions of a good presentation is improper spelling and punctuations on the slides, or improper pronunciations or grammar in the talk.

- Failure to keep your words and sentences short in the oral presentation. The average human comprehends seven thoughts at any given setting. Ensure those seven thoughts are not lost in your desire to talk and impress the audience with your verbiage or resume.

Avoid these distracting mannerisms, improper body language and delivery styles:

- Poor stance
- Dancing in place
- Gripping a podium
- Placing hands in pockets
- Erratic hand gestures
- Using local jargon or slang
- A machine gun oral delivery
- Over-use of a pointer
- Stepping in front of a slide show
- Bobbing and weaving
- Defensiveness to questions
- Oral delivery is too fast

Never forget the reason you are there. Your job is to impress, inform and invite the audience to use your operational services. Plan the presentation in excess and then practice, practice, practice. Know your audience and tailor your message to the specific group. Your goal will be to inform the audience and then entertain questions and answers for clarifying any concerns or misconceptions. An audience with questions is an audience that is thinking about what you have presented.

When the questions have been answered, quickly summarize the key points of the presentation to the audience as your conclusion. You may have a great emergency services program the agency may need, but if you cannot make a good presentation to entice the agency to use it, you may never get an opportunity to demonstrate it. Your chance for a professional opportunity may rely on your ability at making a presentation like a professional.

Hints from the Presentation Professionals:

1. If you are uncomfortable, embrace it. If you have a nervous affliction acknowledge it early before it happens. It will make you more relaxed and in many ways make your audience pull for you.

2. Hand gestures are a means to establishing a connection with the audience and emphasize your points. It is best to make your gestures to the audience with open palms. When you point it appears to be condescending to the audience. When you grip your hands together or the sides of the podium, you appear too tense.

THE ACE FACTOR

Enhancing Intuitive Decision-Making

Decision-making can be done in two ways; an analytical step-by-step process, or under certain circumstances by intuition. Analysis and intuition can interact, so they can strengthen one another. Intuition is the power or faculty of knowing things without conscious reasoning, but with quick and ready insight.

Whereas the analytical step-by-step process can provide a decision for a relatively simple 'if this, then this' situation, there are certain conditions where an intuitive decision is a better choice:

- When there is limited time- sometimes situations do not allow enough time for the longer logical process. Extraordinary athletic feats are often described as the athlete 'knowing what to do without thinking about it'. Although, Test Pilots are trained for every possible situation, with checklist procedures to follow, they often must suddenly react to a changing situation just to survive.

- When there is considerable uncertainty- the decision process can be hindered by unknown factors that may reduce the reliability of a predicted and desired outcome. Medical staffs face this in an emergency room situation when a motor vehicle accident or coronary victim is brought in. There are too many variables to predict the outcome, but medical decisions must be made in order to save the life.

- When there is little or no precedence- when there is no previous experience to draw on, analytically developed options may not be possible. Scientific exploration down to the deep ocean or the far reaches of outer space often requires intuitive decisions.

- When there is limited information- decisions are analytically made from auditory and visual input, so that knowledge and process can provide options. Without information, an intuitive 'best guess' can be the best choice until more information can be obtained.

- When analytical decisions do not lead to a clear choice- sometimes all available options appeal equally (good or bad), and the only way to quickly select the 'best' is intuitively. Soldiers in combat often face this type of dilemma.

There are six ways to enhance your intuitive decision-making skills:

1. Commit to developing intuitive skills and practice 'best guess' decisions in non-critical situations. Then, evaluate how well you did and what you could have improved upon.

2. Physical and emotional relaxation allows you to more clearly develop mental imagery, to immerse yourself into evaluating problems that may require decisions.

3. Establish a quiet time for mental solutions to problems and practice 'what if' thinking to unique and fabricated situations.

4. Sense your feelings of comfort when you know you have made right and wrong decisions.

5. Learn to trust yourself and your ability to make intuitive decisions when facing the unknown with an unfamiliar decision-making process.

6. Routinely discuss concerns with people who are likely to have divergent points of view.

A person, who can balance the analytical step-by-step decision process with intuition to implement good decisions, will do so quickly. The person who can make a quick decision often has a distinct advantage. Decisions are more than mathematical calculations or following a checklist. Where analytical decision-making is a product of knowledge and training, intuitive

decision-making is a product of experience and judgment. Most problems require analysis, creativity and intuition to devise a practical solution.

A balanced approach with analytical and intuitive decision-making is a means to quickly finding the first 'best' decision, instead of waiting for the 'perfect' solutions. When time does not allow waiting, the first best decision will not be too bad under the circumstances.

CREW'S CONTROL

Safety Risk Management in Emergency Services

Risk in emergency services operations is inherent and expected. Risk can either lead to gain or loss. With an ever-changing situation in operations, certain positive risks must be taken and managed to achieve success. If not managed properly, it will be the negative risks that will lead to loss. The goal of Safety Risk Management is to manage the negative risk in emergency services operations and activities to prevent loss, while enhancing the potential gains from positive risks.

 The best way to manage negative risks is to evaluate the 'anatomy of an accident'. The negative forces of an accident can be attributed to three elements (with associated hazard factors):

Unsafe Conditions-

- Weather
- Terrain

- Equipment
- Inadequate planning/support

Unsafe Actions-

- Improper supervision
- Improper procedures

- Improper/inadequate protection
- Inadequate communication

Unsafe Judgments-

- Inattention
- Distraction

- Peer Pressure
- Task saturation

In most cases the above elements are in a balance where no one of the elements dominates the activity or sortie. An accident has the greatest potential for occurring when a factor within an element interacts with one or more factors in the same element. (i.e. when the weather changes dramatically and the equipment for the terrain is not suitable) Or, when the factors within the element become so predominant, it interacts with another element. (i.e. an unsafe act occurs due to improper supervision and inadequate procedures interacting with task saturation) Accidents occur when the elements and factors within the elements are not monitored and kept in check.

The potential for an accident increases dramatically when the fourth element is considered, which are 'Human Factors'. The human factors include the following:

- Fear
- Experience
- Perception

- Fatigue (physical, mental, emotional
- Skill Level
- Physical Conditioning

When this fourth element is involved, the potential for an accident is magnified. A fatigued team is more likely to have an accident than a rested team, in bad weather. An inexperienced team is more likely than an experienced team, to get distracted and get into an accident.

Most of the time in our operations, we focus on the hazard factors within the 'Unsafe Conditions' element, with briefings regarding weather, traffic, condition of the terrain, and transportation inspections. To the other elements (Unsafe Acts and Judgment), we exhort slogans such as "let's

be safe today" or "safety is our number one priority during the mission". We do little else to monitor and keep those elements in check.

In emergency services operations we must balance out the entire negative 'hazard factor' spectrum with a 'safety factor' program. These safety factors are designed to be a positive influence to reduce the potential for an accident. The proper amount and type of safety factors will counter-balance the hazard factors. Safety factors to be considered are as follows:

- Periodic classroom training in 'causal factors' of accidents
- Incorporating safety features in all technical procedures
- Leadership exercises relating to situational awareness and decision making
- Assessing and monitoring ALL potential hazards involved in mission activity
- Safety debriefings after mission sorties and following conclusion of the mission
- Addressing all human factors before, during, and after the mission
- Assigning appropriate teams to tasks/sorties within their capabilities
- Equipment inspections to go along with vehicle/aircraft inspections
- Assigning responsible leadership according to the difficulty of the task/sortie
- Insisting on an evaluation of crew/team rest and the fatigue factor

The balance between the 'hazard factors' and the 'safety factors' will indicate the Risk Potential. As the hazards increase, without an increase in safety the risk potential for an accident will increase. As the safety factors increase, the risk potential for an accident decreases.

In order to safely manage the negative risk potential, without hindering the positive risk potential, mission operations must do the following:

Pre-Mission-
- Incorporate safety features in all technical procedures and training
- Provide classroom training in the 'causal factors of accidents
- Provide leadership exercises relating to situational awareness and decision making
- Inspect emergency services equipment to be used in missions on a periodic basis
- Assess the potential for human factors in all missions and plan how to compensate

Mission-
- Assess and monitor ALL potential hazards involved in the mission activity
- Safety debriefings after mission sorties and following conclusion of the mission
- Address crew rest and acclimation of mission personnel before/during the mission
- Assign teams to tasks/sorties that are within their capabilities and experience
- Conduct equipment inspections to go along with vehicle/aircraft inspections
- Assign appropriate/responsible leaders according to the difficulty of the task/sortie

Post-Mission-
- Conduct an after action debriefing of sortie success/failure due to human factors
- Conduct Critical Incident Stress Counseling
- Inspect all equipment used in the mission before storage
- Have an Operational Risk Management Team write up an after action report to discuss lessons learned from mission successes and failures

In mission operations we need to take Safety Risk Management beyond the slogan phase and into direct application in our missions. There must be a balance between risk assessments, procedures with incorporated safety features, as well as prudent judgment and actions from our leadership. Safety Risk Management is no longer just watching the skies and roadways for hazards, with signs telling members to "BE SAFE" placed around mission base. It is now an interactive dynamic of the environment, proper action and procedures, making good decisions and valued judgments, and correctly identifying the human factors that can make a bad situation worse. Luck favors the prepared mind!

SURVIVAL SENSE

How to Increase Survival Time in the Water

Water temperature in the wilderness is rarely at a body temperature of 98-99 degrees F (36-38 degrees C). The human body manages well at temperatures within 12 degrees F. of that range. However, if the core body temperature begins to fall to 95 degrees F (35 degrees C), symptoms of hypothermia start to be noticeable. If the body core temperature falls below 86 degrees F (30 degrees C), the threat of hypothermia is eminent. If the body is immersed into water of temperatures below the range of 86-95 degrees F for long periods of time, the body core temperature can fall to a temperature to match the water temperature. Water as a thermal conductor is 32 times greater than air, so the body temperature can drop 32 times faster while in water, than at the same air temperature. Research shows that a person swimming in water has a loss of heat 35% faster than a person floating. Increased activity in water increases the body cooling rate through convection. So, the colder the water, the less distance you will want to swim for shore. The rule of thumb: If the water temperature is 50 degrees F or less, the maximum distance for swimming should be well less than a mile. If your choice is to float and await pickup, the key to conserving body heat is insulating as much skin surface from the water, and keeping your head out of the water. While in the water, hug your arms close to the rib area and cross the ankles, holding the legs close together. Hopefully, you are wearing a floatation device, so treading water is not an issue. If you have to tread water to remain afloat, it is still better for conserving heat than swimming a long distance.

MISSION READY

The 21 Minute Power Nap

Most people follow a set biological sleep-wake cycle; sleeping through the night and awake during the day. With such a cycle, there is a predictable energy gap around mid-morning and mid-afternoon. Depending on the physical and mental work environment, or the stressful situation, there are likely to be more to be more energy gaps. In an emergency response situation, the conventional wisdom for combating those gaps has been energy boosting devices in the form of caffeine, nicotine, and sugar. Although those substances can give a brief boost in energy, there is usually a 'crash' within 60-90 minutes following consumption resulting in another energy gap. Our emergency responders need to maintain performance and process information for long periods of time at critical moments.

Studies have shown that an individual's energy peaks in the morning hours following a minimum of 6 hours of sleep. There is a steady decline in energy and focus as the day progresses. The morning low occurs around 10:00 a.m., and the afternoon lows between 2:00-4:00 p.m. With a recommended 2:1 work to rest ratio (for every 2 hours of work/travel, a required 1 hour of sleep or rest) and a work shift to not exceed 16 hours, there is a new tool to be considered for our emergency responders; the power nap.

To sustain alertness, restore energy, and relieve stress and fatigue it is recommended that the emergency responder on a break should try to sleep for a period of 20-25 minutes in a quiet, restful environment. Studies showed that subjects that slept an average of 21 minutes during the their 'low' energy periods demonstrated a 50% increase in productivity throughout the day more than subjects who took no nap at all. The studies also indicated that subjects, who had naps longer than 30 minutes, took longer to wake up and to get back to a high state of alertness. In the absence of an opportunity for a power nap, it is recommended that the emergency responder take a couple of minutes to stretch along with a brisk walk for 5-10 minutes. The stretching and brisk walk also provides a greater and longer lasting energy for your body than stimulating chemicals like caffeine, nicotine, and carbohydrates. But, a power nap is high on my list of things I would want to do during a workday.

GOING FROM GOOD TO GREAT

Addressing Immediate Change

There are times when you need to move forward on a project quickly for a positive impact. If you are the field commander type, and not a desk commando or administrative weenie, you need to move immediately to provide direction, utilize all resources, and achieve your goals rapidly to promote successful change.

If you need to move the project to your number one priority, here is how you do it:

- Make a list- Identify the top 10 aspects/tasks of the project that have to be completed and need immediate attention.

- Prioritize- Prioritize the list in numerical order.

- Impartial Assessment- Assign an impartial, analytical-type person to assess the prioritized list to identify potential problems or conflicts, and to make adjustments. This person will be your 'in-field' evaluator to monitor the progress of the project through completion.

- Assign- Assign your very best people capable of completing each appropriate task. It may be you or it may be delegated out to someone else. *

  * The key here is to assign your best people to get it done, not based on who will gain the most credit. Remember, you are not a desk commando or administrative weenie, you are a field commander.

- Set Deadlines- Setting realistic, but progressive deadlines is important. If you need a report on progress, it is best to send your 'in-field evaluator' to check, instead of calling a meeting of the principals to discuss progress. Meetings have a habit of delaying progress. **

  ** President Lincoln in the Civil War never called a war council to bring his field generals to Washington to discuss battle plans. He chose instead to go into the field to get a sense of reality of the situation. He called this his "management by wandering around".

- Evaluation- Have your 'in-field evaluator' continually monitor the progress of the different aspects and tasks to ensure they will all pull together within the same time frame and remain connected to the overall project.

- Personal Involvement- Personally visit the number one priority to ensure its progress is meeting your expectations. Touch base with the other nine projects to motivate, but not to interfere. Without success of your number one priority the whole project will likely fail. Your shared ownership with the number one priority should be known.

Success in any effort cannot be guaranteed, but with a good plan, good people, and proper delegation, the chances of success can be improved.

ON SOLID GROUND- Tips for Becoming a Good Ground Team 'Ground Pounder'

Ground Searches at Night- By Major Dennis Pearson, RN (Kansas Wing)

While scanning at night, the distance between responders is important for locating clues. Critical Spacing (CS) is 5-15 meters apart depending upon the terrain, vegetation, weather, and natural lighting. The Point Person and Woodsmen can identify travel hazards, find more clues, and better

identify outlines, shapes, colors, contrasts, movement, and hear a victim's voice (called vocal CS) with this spacing.

At night inexperienced searchers clump close together, causing leaders to spend too much time keeping them apart. Teamwork and the Buddy System increase the probability of detection (POD), and improve safety during a night search. Buddies note positions in the search line so someone is not missing or lagging behind. One Buddy is assigned to back-scan, also called Stop-Spin-Scan (SSS), at ½ CS, or every 10 steps. It is estimated that 56% of search clues are found by looking behind.

The safe speed at night for scanning is 0.25 mph to increase the POD. Inexperienced searchers have problems determining distance using pace count because they tend to take smaller steps. Anticipate for every 400 meters that you will be 30 meters short. To reduce this, searchers learn through practice what their pace count at night will be on varied terrain … open, brushy, heavy forest, and hilly slopes. Reduce this by adding about 7.5-10% more to the pace count.

Identification of searchers is improved by assigning a light stick color or colored lens to each person. Our unit assigns Woodsmen red, Orienteer yellow, MRO blue, Senior Medical Person white, GTL and Asst. GTL orange, and other GTMs green.

A concentrated, dull, white light can be used during a full moon. The light won't ruin night vision much. Remember that red doesn't interfere with night vision. Eyes respond better to details when green light is used, especially for reading map fine print. Blue is the next best color for map reading, and will not interfere with night vision. Purple is harder to see, but can be used to identify other key people in a line.

Searchers need to see each other. Wear white safety hats and reflective orange safety vests. Work gloves protect the searcher from thorns and swinging branches. Safety glasses/goggles with clear or amber lenses protect eyes from a branch hitting them. Amber lenses make an area appear to be brighter. Wear a head lantern with colored lenses to keep your hands free. Have a back-up flashlight with a spare bulb, batteries, and light sticks. Keep light sticks away from face or chest areas, since the light ruins night vision. Walk with a tracking stick to push brush aside, find holes, alert snakes, and keep balance on slippery slopes. Leaders should carry a magnifying glass with lighted edges to read fine-print maps. Night scopes can be used on a ground search. Never walk while using a scope since the ability to tell distance and depth perception is changed. Lastly, to use binoculars at night, look straight ahead, and slightly off from the center of the lens.

Following these search tactics, night search detection is maximized. POD is increased, and clues and targets are found quicker. Have fun on your next night practice search, while becoming a safe professional searcher.

Editor's Comment: As in all procedures presented in this section, the above represents a point of view based on in-depth research and practice from experienced ground team members. It is up to the reader to determine if the procedure should or should not be used in their operations.

FROM THE DOG POUND- Tips for Becoming a Better Aircrew 'Crew Dog'

Easing Eye Strain for Aerial Observers/Scanners

Eye strain is a visual disturbance usually accompanied by one of the following symptoms:

- Eye irritation
- Dry eyes
- Excessive tearing
- Headaches
- Pain in facial muscles

- Excessive blinking
- Squinting
- Neck/Shoulder pain
- Difficulty in focusing
- Increased sensitivity to light

In aerial observation/scanning, the above can be attributed to a combination of sun glare, poor sitting positions, long periods of long distance visual work interspersed with close-up map work, poor cockpit lighting, and long periods of dry air in the cabin. The following can be done to ease the strain on the eyes of an Observer/Scanner during a mission sortie:

- Prior to the start of the sortie apply some over-the-counter artificial 'tears' to your eyes

- Take vision breaks- look far away into the distance for about ten seconds, followed by ten seconds of close vision inside the cabin for every five minutes of scanning

- Try some body stretches with your eyes closed for 2-4 minutes following every two hours of scanning

- If there is glare from the sun, use protective eyewear with polarizing lenses that also offer your eyes UVA/UVB protection

- During close-up reading, keep the reading material/map 16-18 inches away from your eyes

- Keep the inside of the cabin windows free of dust and smudges that can cause glare or reflection problems

- During scanning, limit the eye movement as much as possible, relying instead on movement of the head

- Rest your eyes for two hours following every four hour sortie

Editor's Comment: As in all procedures presented in this section, the above represents a point of view based on in-depth research and practice from experienced aircrew members. It is up to the reader to determine if the procedure should or should not be used in their operations.

DID YOU KNOW?

A Snack for the Dash

When busy with an emergency service operation, nuts are your best bet for feeling satisfied and filled until a better time to eat. Mixed nuts are 180 calories per ounce that supplies fiber, folic acid, magnesium, fatty acids, omega-3, and other healthy nutrients. Because of the high protein and fat content, eating nuts will help stem your appetite, so you will not feel like snacking again. With potato chips, the often 'thought of' snack food, all you get is 150 empty calories.

CHECK IT OUT!

If you are interested in a self-evaluation for your 'Peak Performance' Characteristics, check out this website. It is free and along with a text to explain different aspects of peak performance, there is a self-assessment test you can take to determine your characteristics.

http://www.adv-leadership-grp/com/programs/evaluation/performance.htm

'Peak Performance' Self-Assessment

Words of Wisdom- Coffee Cup Leadership Advice from the Military Pros

If you lose, do not lose the lesson.

It is the responsibility of the junior commander to get into the head of the senior commander to understand what he wants.

Corollary: It seems to be quite easy to get into the head of the senior commander because there is so little in the way.

Your horse may be dumb, but it is smart enough to know when to get out of trouble and go home. (from an old U.S. Cavalry saying)

FAMOUS QUOTES

Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before the defeat. (Sun Tzu)

SUBMISSIONS

Queries, suggestions, and news items are welcome. Please submit to the following addresses:

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The next issue of the 'Emergency Services Hawk' will be sent out on or about 15-Dec-2004. Please have information you would like to be considered in that issue to my attention no later than 01-Dec-2004.